

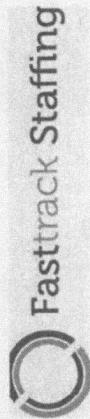



**EC-07: 16-DFO-NCR-IA-EFM-176902**  
Manager (Lead Advisor), Policy and Program or Economics

| Test Area           | Edu. Experience and Assets | K1 | K2 | K3 | AB1 | AB2 | AB3 | AB4 (comms) | AB5 (comms) | C1 | C2 | C3 | C4 | # of Questions         | Timing                            |
|---------------------|----------------------------|----|----|----|-----|-----|-----|-------------|-------------|----|----|----|----|------------------------|-----------------------------------|
| <b>Resume</b>       | X                          |    |    |    |     |     |     |             |             |    |    |    |    |                        |                                   |
| <b>Written Exam</b> |                            | X  | X  | X  | X   |     |     |             | X           |    |    |    |    | 2 + writing            | 3 hours                           |
| <b>Interview</b>    |                            |    |    |    |     | X   | X   | X           |             |    | X  | X  | X  | 5 + oral communication | 30 mins prep // 45 mins interview |
| <b>Reference</b>    |                            |    |    |    |     |     |     |             |             | X  |    | X  |    |                        |                                   |

| Criteria  | Test Area | Question | Acceptable Answer and Evaluation Criteria |
|---|-----------|----------|---|
| <b>EDU:</b> Graduation with a degree from a recognized post-secondary institution with acceptable specialization in economics, sociology or statistics.<br><br><b>E1:</b> Recent and significant* experience conducting policy research or analysis to support the development of strategic policies, plans or legislative/regulatory frameworks in support of government of Canada initiatives, including identification of economic and socioeconomic impacts..<br><br><b>E2:</b> Recent and significant* experience in developing briefing materials and providing strategic advice to senior management** on complex*** policy issues related to natural resource management. | Résumé    | n/a      | 3   |

EC-07: 16-DFO-NCR-1A-EFM-176902  
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| Criteria  | Test Area | Question  | Acceptable Answer and Evaluation Criteria   |
|---|-----------|---|---|
| <b>E3:</b> Recent and significant* experience representing departmental interests in national or international meetings, including <i>developing and maintaining</i> national or international consultation networks. |           |   |   |
| <b>E4:</b> Experience conducting horizontal analysis in relation to economic and social aspects of policies linked to government priorities.  |           |   |   |
| <b>E5:</b> Experience leading teams and preparing work plans.   |           |   |   |
| <b>K3:</b> Knowledge of policy development, planning and decision-making processes in the Government of Canada.   | Exam Q#1  | You have been asked to draft a new government policy for implementation. What considerations should be taken into account when drafting this policy, and what steps are required for approval and implementation? | <b>Assessing K3:</b><br> |



EC-07: 16-DFO-NCR-1A-EFM-176902  
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| Criteria  | Test Area       | Question   | Acceptable Answer and Evaluation Criteria   |
|---|-----------------|--|---|
|   |                 |  | <p><b>Other acceptable answers</b></p> <p>Rating Scale: (0) Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/> <b>Maximum: 5 points Pass: 3 points</b></p>   |
| <p><b>AB1:</b> Ability to develop and provide strategic policy analysis and recommendations to senior management, including identification of economic and socioeconomic risks and mitigation strategies</p> <p><b>K1:</b> Knowledge of domestic legislation, policies and programs administered by the Department of Fisheries and Oceans Canada</p> <p><b>K2:</b> Knowledge of federal/provincial/territorial roles and responsibilities with regard to the management of fisheries, aquaculture and fish habitat</p> | <p>Exam Q#2</p> | <p>You have been asked to prepare a briefing note to the Assistant Deputy Minister regarding the attached article on the Ocean Protection Program.</p> <p>The purpose of the briefing note is to address the following:</p> <ul style="list-style-type: none"> <li>• A summary of the article, along with key issues</li> <li>• Explain the relevance of this issue to the Department of Fisheries and Oceans (DFO). What legislation or policies may come into play in the review of this project?</li> <li>• What are the impacts to federal, provincial and territorial organizations and what are their responsibilities in relation to the issue.</li> <li>• Analyze the key findings, identify the issues for DFO and make recommendations on next steps from a policy perspective.</li> </ul> <p>Please use the attached briefing note template to prepare your response.</p> | <p><b>Assessing K1: Knowledge of domestic legislation, policies and programs administered by the Department of Fisheries and Oceans Canada</b><br/> Candidates are expected to have some knowledge of the main pieces of legislation or policies and programs administered by the Department.</p> <p><b>Acts:</b><br/> <a href="http://www.dfo-mpo.gc.ca/acts-lois/acts-lois-eng.htm">http://www.dfo-mpo.gc.ca/acts-lois/acts-lois-eng.htm</a></p> <p><b>Regulations:</b><br/> <a href="http://www.dfo-mpo.gc.ca/acts-lois/regulations-reglements-eng.htm">http://www.dfo-mpo.gc.ca/acts-lois/regulations-reglements-eng.htm</a></p> <p><b>Fisheries Policies:</b><br/> Fisheries Act,<br/> Fisheries Protection Policy Statement,<br/> Fisheries Productivity Investment Policy,<br/> Species at Risk Act</p> <p><b>Aquaculture Policies:</b><br/> <a href="http://www.dfo-mpo.gc.ca/aquaculture/management-gestion/regs-eng.htm">http://www.dfo-mpo.gc.ca/aquaculture/management-gestion/regs-eng.htm</a></p> <p><b>Oceans / Marine Protected Area DFO policies</b><br/> <a href="http://www.dfo-mpo.gc.ca/oceans/publications/mpa-policy-politiquezpm/index-eng.html">http://www.dfo-mpo.gc.ca/oceans/publications/mpa-policy-politiquezpm/index-eng.html</a></p> <p><b>Other acceptable answers.</b></p> <p>Rating Scale: (0) Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/> <b>Maximum: 5 points Pass: 3 points</b></p> <p><b>Assessing K2: Knowledge of federal/provincial/territorial roles and responsibilities with regard to the management of fisheries, aquaculture and fish habitat.</b><br/> Responses should reflect:</p> |

EC-07: 16-DFO-NCR-1A-EFM-176902  
Manager (Lead Advisor), Policy and Program or Economics



| Criteria | Test Area | Question | Acceptable Answer and Evaluation Criteria   |
|----------|-----------|----------|---|
|          |           |          | <div></div> <p><b>Other acceptable answers</b></p> <p>Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/><b>Maximum: 5 points Pass: 3 points</b></p> <p><b>Assessing AB1: Ability to develop and provide strategic policy analysis and recommendations to senior management.</b><br/>Responses should reflect:</p> <div></div> |
|          |           |          | <p><b>Other acceptable answers</b></p> <p>Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/><b>Maximum: 5 points Pass: 3 points</b></p>   |



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| Criteria  | Test Area     | Question   | Acceptable Answer and Evaluation Criteria   |
|---|---------------|--|---|
| AB2: Ability to negotiate and build consensus.    | Interview Q#2 |  | <p>Assessing AB2<br/>Response should reflect:</p> <p>Other acceptable answers</p> <p>Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/>Maximum: 5 points Pass: 3 points<br/>Assessing AB3: Ability to create and deliver presentations<br/>Ability to Create Presentations:</p> |
| AB3: Ability to create and deliver presentations. | Interview Q#1 | <p><b>Directions to be included in Interview Invitation:</b><br/><i>The ability to create and deliver presentations will be assessed at the interview.</i></p> <p><i>Please come to the interview with a presentation that you have prepared using Microsoft PowerPoint, as per the topic outlined below.</i></p> <p><i>Note: A projector will not be used, therefore please bring four (4) copies with you to the interview. If you are remote,</i></p> |   |



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EC-07: 16-DFO-NCR-1A-EFM-176902  
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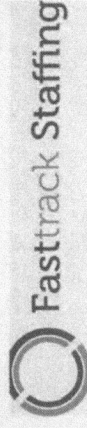
| Criteria                                       | Test Area | Question  | Acceptable Answer and Evaluation Criteria  |
|--|-----------|---|--|
|  |           | <p><i>please email your presentation prior to the interview.</i></p> <p><i>You will be expected to deliver your presentation during the Interview.</i></p> <p><i>Your presentation should be no more than 10 minutes. Please limit the presentation to 10 pages in line with the time limit and allow for questions.</i></p> <p><b>Topic:</b><br/>Your presentation is to be based on the analysis and recommendations you provided in the Written Examination.</p> <p>After reviewing your report, your manager has asked you to present your analysis and recommendations to the Executive Board.</p> <p>As outlined in the written exam, your presentation should include your analysis and recommended next steps on how to advance guidance materials around fisheries protection, including communicating to stakeholders, ensuring their ongoing improvements and compliance management.</p> | <p><b>Other acceptable answers</b></p> <p><b>Ability to Deliver Presentations:</b></p> <p>[Redacted]</p> <p><b>Other acceptable answers</b></p> <p>Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/><b>Maximum: 5 points Pass: 3 points</b></p> |
| AB4: Ability to communicate effectively orally | Interview | n/a – evaluate overall throughout the interview   | <p><b>Ability to communicate effectively orally (evaluate overall throughout interview)</b></p> <ul style="list-style-type: none"> <li>• 5 pts: Excellent:</li> <li>• 4 pts: Good:</li> <li>• 3 pts: Fair:</li> <li>• 2 pts: Poor:</li> </ul>  |

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Page 6 of 13



EC-07: 16-DFO-NCR-IA-EFM-176902  
 Manager (Lead Advisor), Policy and Program or Economics



| Criteria  | Test Area | Question  | Acceptable Answer and Evaluation Criteria   |
|---|-----------|---|---|
| AB5: Ability to communicate effectively in writing            | Exam      | n/a – evaluate overall throughout the exam  | <p>• 1 pts: Unsatisfactory:</p> <p>Max: 5 points Pass: 3 points</p> <p>Ability to communicate effectively in writing (evaluate overall throughout the examination)</p> <p>• 5 pts: Excellent:</p> <p>• 4 pts: Good:</p> <p>• 3 pts: Fair:</p> <p>• 2 pts: Poor:</p> <p>• 1 pts: Unsatisfactory:</p>   |
| CI: Values and ethics – Serving through integrity and respect | Reference | <p>Can you provide a specific example or comments with respect to how the candidate has demonstrated values and ethics in his/her role?</p> <p>As reference for your response, the Statement of Values listed in the Value and Ethics Code (<a href="http://www.tbss-sct.gc.ca/po/doc-eng.aspx?id=25049">http://www.tbss-sct.gc.ca/po/doc-eng.aspx?id=25049</a>) are Respect for Democracy, Respect for People, Integrity, Stewardship and Excellence.</p> <p>Does the candidate behave in a consistent manner, displaying integrity and respect for others? Please provide examples.</p> | <p>Max: 5 points Pass: 3 points</p> <p>Assessing CI (Manager level)</p> <p>Responses should reflect:</p> <p>Other acceptable answers</p> <p>Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)</p> <p>Maximum: 5 points Pass: 4* points</p> <p>*Higher score required for references</p> |

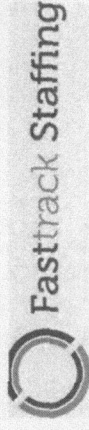


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| Criteria  | Test Area        | Question | Acceptable Answer and Evaluation Criteria   |
|---|------------------|----------|---|
| <b>C2: Strategic thinking –<br/>Innovating through analysis<br/>and ideas</b> | Interview<br>Q#3 |          | <p><b>Assessing C2 (Manager level)</b><br/>Responses should reflect:</p> <p>[Redacted]</p> <p><b>Other acceptable answers</b><br/>Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/><b>Maximum: 5 points Pass: 3 points</b></p> <p><i>*Note that C3 is assessed through both the interview and reference check. A passing mark is required at each stage in order to be successful</i></p> <p><b>Assessing C3 (Manager level)</b><br/>Responses should reflect:</p> <p>[Redacted]</p> |
| <b>C3: Engagement – Mobilizing<br/>people, organizations,<br/>partners</b>    | Interview<br>Q#4 |          | <p>[Redacted]</p>   |



EC-07: 16-DFO-NCR-1A-EFM-176902  
Manager (Lead Advisor), Policy and Program or Economics



| Criteria   | Test Area       | Question   | Acceptable Answer and Evaluation Criteria  |
|--|-----------------|--|--|
| C3: Engagement – Mobilizing people, organizations, partners                            |                 |  | <p><b>Other acceptable answers</b></p> <p>Rating Scale: (0) Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/> <b>Maximum: 5 points Pass: 3 points</b></p> <p><i>*Note that C3 is assessed through both the interview and reference check. A passing mark is required at each stage in order to be successful.</i></p> <p><b>Assessing C3 (Manager level)</b><br/> <b>Responses should reflect:</b></p> |
|  | Reference Check | <p>Please describe how the candidate engages with others.</p> <p>In what ways does the candidate demonstrate personal commitment?</p> <p>Please provide an example of a time when the candidate was faced with challenges in mobilizing others. How were they handled, and what was the outcome?</p> | <p><b>Other acceptable answers</b></p> <p>Rating Scale: (0) Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br/> <b>Maximum: 5 points Pass: 4* points</b><br/> <i>*Higher score required for references</i></p>   |
| C4: Management Excellence - Action management, People Management, Financial Management | Interview Q#5   |  | <p><b>Assessing C4 (Manager level)</b><br/> <b>Responses should reflect:</b></p> <p><b>Action management -</b></p>   |

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| Criteria | Test Area | Question | Acceptable Answer and Evaluation Criteria   |
|----------|-----------|----------|---|
|          |           |          |   |
|          |           |          | People management -   |
|          |           |          | Financial management -  |
|          |           |          | Other acceptable answers  |
|          |           |          | Rating Scale: (0 Cannot Rate, 1 Unsatisfactory, 2 Poor, 3 Fair, 4 Good, 5 Excellent – see Rating Scale for definitions)<br>Maximum: 5 points Pass: 3 points |





**EC-07: 16-DFO-NCR-IA-EFM-176902**  
**Manager (Lead Advisor), Policy and Program or Economics**

| Criteria  | Test Area | Question | Acceptable Answer and Evaluation Criteria   |
|---|-----------|----------|---|
| <b>AED1:</b> A Master's Degree from a recognized university.<br><br><b>AEXP1:</b> Experience working on legislative or regulatory development processes (e.g.: drafting documents to support the development or amendment of legislation or regulations, including identification of economic and socioeconomic impacts).<br><br><b>AEXP2:</b> Experience preparing Treasury Board submissions or Memorandum to Cabinet.<br><br><b>AEXP3:</b> Experience in the management of aquatic resources.<br><br><b>AEXP4:</b> Experience in the management of human and financial resources.<br><br><b>AEXP5:</b> Experience working with Central Agencies<br><br><b>AEXP6:</b> Experience negotiating with external stakeholders.<br><br><b>AEXP7:</b> Experience preparing position papers or operational planning documents.<br><br><b>AEXP8:</b> Recent and significant* experience analyzing, interpreting and providing strategic advice to | Résumé    | n/a      | <p>N/A - No demonstrated experience</p> <p>Pass - Demonstrated experience</p> <p>* Recent and significant experience is defined as experience associated with the performance of a large number of complex activities, taking into consideration the scope of duties and responsibility level normally possessed by an individual who has worked in this area for approximately two years (24 months) within the last five (5) years.</p> |

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Page 11 of 13



**EC-07: 16-DFO-NCR-IA-EFM-176902**  
Manager (Lead Advisor), Policy and Program or Economics

| Criteria   | Test Area | Question | Acceptable Answer and Evaluation Criteria |
|--|-----------|----------|---|
| senior management on national or regional marine or oceans policy or management issues and initiatives.<br><br><b>AEXP9:</b> Experience developing national engagement or communications strategies.<br><br><b>AEXP10:</b> Experience managing grants and contribution agreements. |           |          |   |



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Rating Scale

| Cannot Rate<br>0 | Unsatisfactory<br>1 | Poor<br>2 | Fair<br>3 | Good<br>4 | Excellent<br>5 |
|------------------|---------------------|-----------|-----------|-----------|----------------|
|                  |                     |           |           |           |                |

**Master Assessment Guide**  
**Exam, Interview & Reference Check**

**(1) Manager, Cabinet Affairs (Anticipatory)**  
**(2) Senior Policy Advisor**  
**Strategic Policy Directorate, Department of Fisheries and Oceans**  
**(EC-07)**

Process number: 17-DFO-NCR-IA-POLICY-199172



**TAKE HOME EXAM ADMINISTERED ELECTRONICALLY**

*Candidates will receive the exam Friday at noon and will have to return it by COB the following Wednesday.*

The Mary Simon Report (A new Shared Arctic Leadership Model) has just been released. The Government is facing pressure to advance its Arctic Agenda with stakeholders voicing consultation fatigue, and high expectations due to the Government's reconciliation commitments. The Deputy Minister of INAC has engaged her colleagues with a view to seeking the guidance and direction of the department with respect to the Arctic Agenda.

Your role is twofold:

1. In a 3-page briefing note, describe the implications for the department and propose a strategy for the near- and medium-term, which must describe the path forward for the DFO/CCG's Cabinet Strategy, Budget 2019 and the medium-term.
2. In a 10-slide deck (talking points not required), propose a new initiative encompassing new policy authority or funds from the fiscal framework that would address a gap in the federal suite of Northern Initiatives as it relates to DFO and on Canadian Coast Guard.

Please note the following:

- Report can be found at <https://www.aadnc-aandc.gc.ca/eng/1492708538500/1492709024236>
- Please use Arial font in size 11.
- You may be asked to present on this written exercise at the interview. Please keep all your related material until the next assessment phase.

Translation

| Assessment Criteria   | Success Indicators   | Rating Scale<br>(* pass mark)   |
|---|--|---|
| Knowledge of the government's priorities.                                 | <div style="background-color: #cccccc; height: 100px; width: 100%;"></div> <p><input type="checkbox"/> Other acceptable answers:</p> | <div>Excellent: <div style="background-color: #cccccc; width: 100%; height: 20px;"></div></div> <div>Very Good: <div style="background-color: #cccccc; width: 80%; height: 20px;"></div></div> <div>*Good: <div style="background-color: #cccccc; width: 60%; height: 20px;"></div></div> <div>Not Proficient: <div style="background-color: #cccccc; width: 40%; height: 20px;"></div></div> |
| Knowledge of Memoranda to Cabinet or Treasury Board submission processes. | <div style="background-color: #cccccc; height: 100px; width: 100%;"></div>   | <div>Excellent: <div style="background-color: #cccccc; width: 100%; height: 20px;"></div></div> <div>Very Good: <div style="background-color: #cccccc; width: 80%; height: 20px;"></div></div> <div>*Good: <div style="background-color: #cccccc; width: 60%; height: 20px;"></div></div> <div>Not Proficient: <div style="background-color: #cccccc; width: 40%; height: 20px;"></div></div> |

|   |   |  |
|---|---|--|
|   | <div><input type="checkbox"/> Other acceptable answers:</div> |  |
| Ability to plan and carry out studies on policy issues. | <div><input type="checkbox"/> Other acceptable answers:</div> | <div><div>Excellent:</div><div>Very Good:</div><div>*Good:</div><div>Not Proficient:</div></div> |
| Ability to develop advice for use by officials.         | <div><input type="checkbox"/> Other acceptable answers:</div> | <div><div>Excellent:</div><div>Very Good:</div><div>*Good:</div><div>Not Proficient:</div></div> |



|  |                                     |   |
|--|-------------------------------------|---|
| Attention to detail                            | <div>Other acceptable answers</div> | <div>Excellent:<br/>Very Good:<br/>*Good:<br/>Not Proficient:<br/>Overall score: ____/15<br/>Pass mark: 10/15</div> |
| Ability to communicate effectively in writing. |                                     |   |


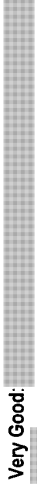

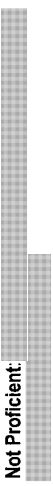
| INTERVIEW Question 1<br><i>Candidates will have 20 minutes of preparation before their 30-minute interview.</i> |  |                               |  |
|---|--|-------------------------------|--|
| Assessment Criteria   | Success Indicators                                 | Rating Scale<br>(* pass mark) |  |
| Ability to work under pressure and meet tight deadlines.  | Work under pressure:                               | Excellent:                    |  |
|   |  | Very Good:                    |  |
|   | Meet tight deadlines:                              | *Good:                        |  |
|   |  | Not Proficient:               |  |
|   | <input type="checkbox"/> Other acceptable answers: |                               |  |



| INTERVIEW Question 2 |  |  |  |
|----------------------|--|--|--|
| Assessment Criteria  | Success Indicators   | Rating Scale<br>(* pass mark)  |  |
| Initiative           | <div><div></div></div> <div><input type="checkbox"/> Other acceptable answers:</div> | <div>Excellent:<div></div></div> <div>Very Good:<div></div></div> <div>*Good:<div></div></div> <div>Not Proficient:<div></div></div> |  |

### INTERVIEW Question 3

| INTERVIEW Question 3                  |  |  |  |
|---------------------------------------|--|--|--|
|                                       |  |  |  |
| Assessment Criteria                   | Success Indicators                               | Rating Scale<br>(* pass mark)  |  |
| Leadership                            | <div></div> <div>Other acceptable answers:</div> | <div>Excellent:</div> <div>Very Good:</div> <div>*Good:</div> <div>Not Proficient:</div> |  |
| Effective interpersonal relationships | <div></div> <div>Other acceptable answers:</div> | <div>Excellent:</div> <div>Very Good:</div> <div>*Good:</div> <div>Not Proficient:</div> |  |

| Overall INTERVIEW                         |  |   |
|---|--|---|
| Assessment Criteria                       | Success Indicators                           | Rating Scale<br>(+ pass mark)   |
| Ability to communicate effectively orally | Able to effectively communicate ideas orally | Excellent:       |
|   |  | Very Good:       |
|   |  | *Good:           |
|   |  | Not Proficient:  |



| Reference Check                             |                    |                                |
|---|--------------------|--------------------------------|
| Assessment<br>Criteria                      | Success Indicators | Rating Scale<br>(* pass mark)  |
| Ability to work<br>independently            |                    | Proficient /<br>Not Proficient |
| Effective<br>interpersonal<br>relationships |                    | Proficient /<br>Not Proficient |
| Dependability                               |                    | Proficient /<br>Not Proficient |
| Flexibility                                 |                    | Proficient /<br>Not Proficient |
| Leadership                                  |                    | Proficient /<br>Not Proficient |

## ON-LINE WRITTEN EXAM / EXAMEN ÉCRIT EN LIGNE

|   |  |
|---|--|
| <b>PROCESS NUMBER /<br/>NUMÉRO DE PROCESSUS :</b> | <b>17-DFO-NCR-IA-POLICY-199172</b>   |
| <b>GROUP &amp; LEVEL /<br/>GROUPE ET NIVEAU :</b> | <b>EC-07</b>   |
| <b>TITLE /<br/>TITRE :</b>                        | <b>(1) Manager, Cabinet Affairs (Anticipatory)<br/>(2) Senior Policy Advisor</b> |

**Criteria assessed /  
Critères évalués :**

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Knowledge of the government's priorities.</li> <li>• Knowledge of Memoranda to Cabinet or Treasury Board submission processes.</li> <li>• Ability to plan and carry out studies on policy issues. □</li> <li>• Ability to develop advice for use by officials.</li> <li>• Attention to detail</li> <li>• Ability to communicate effectively in writing.</li> </ul> | <ul style="list-style-type: none"> <li>• Connaissances des priorités du gouvernement.</li> <li>• Connaissance du processus de soumission des mémoires au Cabinet ou du processus de présentations au Conseil du Trésor.</li> <li>• Capacité à planifier et à mener des études sur les enjeux liés aux politiques.</li> <li>• Capacité à élaborer des conseils à l'intention des fonctionnaires.</li> <li>• Souci du détail</li> <li>• Capacité à communiquer efficacement par écrit</li> </ul> |
|---|--|



## Instructions / Directives :

|  |   |
|--|---|
| You have <b>until 5pm on Wednesday December 6, 2017 (125 hours)</b> to complete this exam.   | Vous avez <b>jusqu'à 17h mercredi le 6 décembre (125 heures)</b> pour terminer cet examen.  |
| You have the option of doing the exam in one of the official languages of your choice. You can choose English or French.   | Vos réponses à l'examen peuvent être rédigées dans la langue officielle de votre choix. Vous êtes donc libre d'y répondre en anglais ou en français.  |
| A pass mark has been established for each of the qualifications. In order to qualify, candidates must obtain the pass mark established for each qualification.   | Une note de passage a été établie pour chacune des aptitudes. Afin de se qualifier, les candidates et les candidats doivent obtenir la note de passage établie pour chacune des aptitudes.  |
| Your response to the exam should be prepared solely by you.  | Vous seule ou vous seul devez répondre à l'examen.  |
| The exam question(s) is/are confidential. By accepting this exam, you agree not to share it with any person other than the sender.<br><br>In writing this exam, you also agree that all answers submitted will be your own work, unassisted by any other person or service.  | La/les question(s) d'examen est/sont confidentielle(s). En acceptant de répondre à cet examen, vous convenez de ne pas en divulguer le contenu à quiconque, sauf à la personne qui vous l'a envoyé.<br><br>En répondant à cet examen, vous convenez également du fait que toutes les réponses communiquées seront de votre cru, et que vous n'aurez reçu l'aide de personne ni d'un service.        |
| Candidates who participate in any fraudulent activity in regard to this electronically administered exam or in regard to any other element of this selection process will be eliminated from this selection process. In addition, the Department will inform the Public Service Commission of any instance where a candidate is suspected of engaging in fraudulent or misleading practices with regard to this selection process. | Les candidates et les candidats qui participent à toute activité frauduleuse à l'égard de cet examen électronique ou de tout autre élément de ce processus de sélection en seront écartés. De plus, le Ministère informera la Commission de la fonction publique de tout cas où il soupçonne que des pratiques frauduleuses ou trompeuses ont cours dans le cadre de ce processus de sélection.     |
| Please note that the selection committee will assume no responsibility for e-mail delays or failure of exams to arrive or be received due to your service provider.  | Il convient de noter que le comité de sélection n'assumera aucune responsabilité à l'égard de tout retard de courriels ou échec de transmission des examens imputables à votre fournisseur de services Internet.  |
| Please save your exam documents using the naming convention:<br><b>Type_your_name_DFO_SPD_EC07.</b><br><br>We recommend that you save the exam frequently to avoid losing your input.  | Veuillez enregistrer vos documents d'examen en utilisant la nomenclature suivante :<br><b>Tapez_votre_nom_DFO_SPD_EC07.</b><br><br>Nous vous suggérons de sauvegarder l'examen fréquemment afin d'éviter toute perte d'information saisie.  |
| It is your responsibility to make all necessary arrangements (technical and otherwise) to <b>access, complete and return</b> the exam to the sender <b>within</b> the prescribed period.   | Vous serez responsable de prendre toutes les mesures nécessaires (techniques et autres) pour <b>accéder à l'examen, compléter la tâche et le retourner</b> à la personne qui vous l'a transmis <b>conformément au délai prescrit</b> .  |
| No responses will be accepted <b>after the prescribed deadline</b> . Should you fail to complete the test and return it within the prescribed time limit, <b>your exam will not be marked</b> and your candidacy will not be given further consideration in this selection process.  | Après l'échéance du <b>délai prescrit</b> , aucune réponse ne sera acceptée. Si vous n'arrivez pas à terminer l'examen pendant la période déterminée, <b>votre examen ne sera pas corrigé</b> , et votre candidature sera écartée définitivement du processus de sélection.   |
| No questions will be answered other than the administrative type.  | Vous n'obtiendrez de réponses à aucune de vos questions, sauf à celles de nature administrative.  |
| If you experience physical or psychological indisposition of sufficient severity to interfere with your written exam performance, it is your responsibility to inform us that you cannot undertake or continue the exam. If you choose to undertake or continue the exam despite your indisposition, you must accept your exam results.  | Si avant ou pendant la séance d'examen écrit, vous avez une indisposition physique ou psychologique suffisamment grave pour nuire à votre rendement à l'examen, vous avez la responsabilité de nous aviser que vous ne pouvez pas commencer ou poursuivre l'examen. Si vous choisissez d'entreprendre ou de continuer l'examen en dépit d'une indisposition, vous devrez en accepter les résultats. |



**Confidentiality Agreement / Entente de confidentialité:**

|   |   |
|---|---|
| <p>I, hereby certify that I will complete this written exam with honesty.</p> <p>I understand that reference material (personal notes, policies, the internet, etc.) are permitted during the exam. However, I will complete this exam on my own, without the assistance of another person and without plagiarism.</p> <p>I agree that all information and data disclosed to me in this written exam shall be treated as confidential and shall not be disclosed or made known to any other person or entity.</p> <p>All documents provided to me or prepared by myself pursuant to this written exam are deemed the property of the department administering the exam.</p> <p>Please note that suspected cheating may result in the invalidation of exam results and may be the subject of an investigation under the Public Service Employment Act (PSEA), where a finding of fraud may be punishable on summary conviction or may be referred to the Royal Canadian Mounted Police (RCMP).</p> <p>I acknowledge that failure to comply with the aforementioned instructions will result in my automatic elimination from this selection process.</p> | <p>Par la présente, j'atteste que je répondrai à cet examen écrit avec honnêteté.</p> <p>Je comprends que le matériel de référence (notes personnelles, Lois, Internet, etc.) est permis durant l'examen. Par contre, je vais compléter cet examen par moi-même, sans l'aide d'une autre personne et sans plagiat.</p> <p>Je conviens que toutes les informations et les données qui me seront divulguées dans le présent examen écrit devront être traitées comme des renseignements confidentiels, que je ne devrai pas divulguer ou communiquer à une autre personne ou organisation.</p> <p>Tous les documents qui me seront fournis ou que je devrai préparer dans le cadre du présent examen écrit sont considérés comme la propriété du ministère qui administre cet examen.</p> <p>Veuillez prendre note que pour les cas présumés de tricherie, les résultats d'examen pourraient être invalidés, et les parties impliquées pourraient faire l'objet d'une enquête en vertu de la Loi sur l'emploi dans la fonction publique (LEFP). Au terme de cette enquête, les personnes reconnues coupables de fraude pourraient faire l'objet d'une déclaration de culpabilité par procédure sommaire ou voir leur dossier renvoyé à la Gendarmerie Royale du Canada (GRC).</p> <p>Je suis conscient(e) qu'à défaut de me conformer aux instructions précitées, je pourrai être automatiquement éliminé(e) du processus de sélection.</p> |
|---|---|

|                   |  |
|-------------------|--|
| <b>Signature:</b> | <b>TYPE YOUR NAME HERE /<br/>TAPEZ VOTRE NOM ICI :</b>  |
| <b>Date:</b>      |   |

TYPE YOUR NAME HERE /  
TAPEZ VOTRE NOM ICI :

The Mary Simon Report (*A new Shared Arctic Leadership Model*) has just been released. The Government is facing pressure to advance its Arctic Agenda with stakeholders voicing consultation fatigue, and high expectations due to the Government's reconciliation commitments. The Deputy Minister of INAC has engaged her colleagues with a view to seeking the guidance and direction of the department with respect to the Arctic Agenda.

Your role is twofold:

1. In a 3-page briefing note, describe the implications for the department and propose a strategy for the near- and medium-term, which must describe the path forward for the DFO/CCG's Cabinet Strategy, Budget 2019 and the medium-term.
2. In a 10-slide deck (talking points not required), propose a new initiative encompassing new policy authority or funds from the fiscal framework that would address a gap in the federal suite of Northern Initiatives as it relates to DFO and on Canadian Coast Guard.

Please note the following:

- Report can be found at:  
<https://www.aadnc-aandc.gc.ca/eng/1492708558500/1492709024236>
- Please use Arial font in size 11.
- You may be asked to present on this written exercise at the interview. Please keep all your related material until the next assessment phase.

Le rapport de Mary Simon intitulé *Un nouveau modèle de leadership partagé dans l'Arctique* vient tout juste d'être publié. Des pressions sont exercées sur le gouvernement afin qu'il présente son Programme pour l'Arctique ; les intervenants faisant état d'une certaine lassitude à l'égard des consultations et les attentes étant élevées par suite des engagements pris par le gouvernement en ce qui concerne la réconciliation avec les Autochtones. La sous-ministre des Affaires autochtones et du Nord Canada a mobilisé ses collègues en vue d'obtenir des orientations et des directives du Ministère en ce qui concerne le Programme pour l'Arctique.

Votre rôle comporte deux volets :

1. Dans une note d'information de trois pages, veuillez décrire ce que cela implique pour le Ministère et proposer une stratégie à court et à moyen terme qui trace la voie à suivre dans le cadre de la Stratégie du Cabinet de Pêches et Océans Canada et de la Garde côtière canadienne et du Budget de 2019.
2. Dans un document comportant dix diapositives (points de discussion non requis), veuillez proposer une nouvelle initiative comportant une nouvelle autorisation de politique ou un financement découlant du cadre financier qui viendrait combler une lacune dans le train d'initiatives nordiques existantes dans la mesure où elles concernent Pêches et Océans Canada et la Garde côtière canadienne.

Veuillez tenir compte des aspects suivants :

- Vous trouverez le rapport cité au premier paragraphe à l'adresse suivante : <https://www.aadnc-aandc.gc.ca/fra/1492708558500/1492709024236>
- Veuillez utiliser la police de caractères Arial, taille 11.
- Il se peut que l'on vous demande de présenter cet exercice écrit lors de l'entrevue. Veuillez donc conserver tous vos documents de travail connexes jusqu'à la prochaine étape de l'évaluation.

**TYPE YOUR NAME HERE /  
TAPEZ VOTRE NOM ICI :**



Your answer / Vote réponse :

Please prepare 2 separate documents using the following naming convention:

- Type\_your\_name\_DFO\_SPD\_EC07\_breifing note
- Type\_your\_name\_DFO\_SPD\_EC07\_deck

Veuillez svp préparer 2 documents séparés et utiliser la nomenclature suivante :

- Tapez\_votre\_nom\_DFO\_SPD\_EC07\_note d'information
- Tapez\_votre\_nom\_DFO\_SPD\_EC07\_présentation



## Exam Marking Sheet

**(1) Manager, Cabinet Affairs (Anticipatory)**  
**(2) Senior Policy Advisor**  
**Strategic Policy Directorate, Department of Fisheries and Oceans**  
**(EC-07)**

Process number: 17-DFO-NCR-IA-POLICY-199172

|                 |  |
|-----------------|--|
| Candidate Name: |  |
| Assessor Name:  |  |
| Date:           |  |



| Assessment Criteria                       | Success Indicators  | Rating Scale<br>(* pass mark)                                   |
|---|---|---|
| Knowledge of the government's priorities. |   | <div><input type="checkbox"/> Excellent: <div></div></div>      |
|   |   | <div><input type="checkbox"/> Very Good: <div></div></div>      |
|   | <div><input type="checkbox"/> Other acceptable answers:</div> | <div><input type="checkbox"/> *Good: <div></div></div>          |
|   |   | <div><input type="checkbox"/> Not Proficient: <div></div></div> |

Notes/Comments:



| Assessment Criteria   | Success Indicators | Rating Scale<br>(* pass mark)  |
|---|--------------------|--|
| Knowledge of Memoranda to Cabinet or Treasury Board submission processes. |                    | <div><input type="checkbox"/> Excellent</div> <div><input type="checkbox"/> Very Good</div> <div><input type="checkbox"/> *Good</div> <div><input type="checkbox"/> Not Proficient</div> |
| <div><input type="checkbox"/> Other acceptable answers:</div>             |                    |  |

Notes/Comments:

| Assessment Criteria                                     | Success Indicators   | Rating Scale<br>(* pass mark)  |
|---|--|--|
| Ability to plan and carry out studies on policy issues. | <div><div></div></div> <div><input type="checkbox"/> Other acceptable answers:</div> | <div><input type="checkbox"/> Excellent:<div><div></div><div></div></div></div> <div><input type="checkbox"/> Very Good:<div><div></div><div></div></div></div> <div><input type="checkbox"/> *Good:<div><div></div><div></div></div></div> <div><input type="checkbox"/> Not Proficient:<div><div></div><div></div></div></div> |

Notes/Comments:

| Assessment Criteria                             | Success Indicators  | Rating Scale<br>(* pass mark)  |
|---|---|--|
| Ability to develop advice for use by officials. | <div></div> <div><input type="checkbox"/> Other acceptable answers:</div> | <div><input type="checkbox"/> Excellent:<div></div></div> <div><input type="checkbox"/> Very Good:<div></div></div> <div><input type="checkbox"/> *Good:<div></div></div> <div><input type="checkbox"/> Not Proficient:<div></div></div> |

Notes/Comments:

**Notes/Comments:**



| Assessment Criteria                            | Success Indicators | Rating Scale<br>(* pass mark)               |
|--|--------------------|---|
| Ability to communicate effectively in writing. |                    | Overall score: ____ /15<br>Pass mark: 10/15 |

Notes/Comments:

**Interview Assessment Guide**

**Interview Assessment Guide**

**(1) Manager, Cabinet Affairs (Anticipatory)  
(2) Senior Policy Advisor  
Strategic Policy Directorate, Department of Fisheries and Oceans  
(EC-07)**

Process number: 17-DFO-NCR-IA-POLICY-199172

| Candidate Name | Assessor Name   | Date          |
|----------------|---|---------------|
|                | <input type="checkbox"/> Karine Guyon<br><input type="checkbox"/> Tim Angus<br><input type="checkbox"/> Robert Pascal | Jan. __, 2018 |

Page 2 sur 8

Notes Question 1:



| INTERVIEW Question 2 |   |  |
|----------------------|---|--|
|                      |   |  |
| Assessment Criteria  | Success Indicators  | Rating Scale<br>(* pass mark)  |
| Initiative           | <div><input type="checkbox"/> Other acceptable answers:</div> | <div><input type="checkbox"/> Excellent:</div> <div><input type="checkbox"/> Very Good:</div> <div><input type="checkbox"/> *Good:</div> <div><input type="checkbox"/> Not Proficient:</div> |

Notes Question 2:

| INTERVIEW Question 3                  |  |  |   |
|---------------------------------------|--|--|---|
| Assessment Criteria                   | Success Indicators                               | Rating Scale<br>(* pass mark)  |   |
| Leadership                            | <div></div> <div>Other acceptable answers:</div> | <div><input type="checkbox"/> Excellent:</div> <div><input type="checkbox"/> Very Good:</div> <div><input type="checkbox"/> *Good:</div> <div><input type="checkbox"/> Not Proficient:</div> | <div></div> <div></div> <div></div> <div></div> |
| Effective interpersonal relationships | <div></div> <div>Other acceptable answers:</div> | <div><input type="checkbox"/> Excellent:</div> <div><input type="checkbox"/> Very Good:</div> <div><input type="checkbox"/> *Good:</div> <div><input type="checkbox"/> Not Proficient:</div> | <div></div> <div></div> <div></div> <div></div> |

Notes Question 3:



Able to effectively communicate ideas orally

☐ Excellent:

☐ **Very Good:**

☐ \*Good:

☐ Not Proficient:



Pêches et Océans  
Canada

Fisheries and Oceans  
Canada

## Reference Check Questionnaire

**(1) MANAGER, CABINET AFFAIRS (ANTICIPATORY)**

**(2) SENIOR POLICY ADVISOR**

**(EC-07)**

|                                 |  |
|---------------------------------|--|
| <b>Candidate Name:</b>          |  |
| <b>Date of Reference Check:</b> |  |
| <b>Referee Name:</b>            |  |
| <b>Referee Title:</b>           |  |

*After receiving the completed questionnaire document, we may contact you to discuss the details provided to ensure that information provided is clear and complete.*

*Please note that the reference check data is protected. However, it is not confidential and the candidate can ask for, and review, the provided comments.*



*Prepared by*

**Preliminary questions:**

1. Please describe your working relationship to the candidate. What were the candidate's primary responsibilities? What were the approximate dates? (When and for how long)

DOUBLE CLICK HERE AND TYPE YOUR COMMENTS

2. What would you say are this candidate's three major strengths?

DOUBLE CLICK HERE AND TYPE YOUR COMMENTS

3. In your view, what are the candidate's most significant needs for development? Please explain.

DOUBLE CLICK HERE AND TYPE YOUR COMMENTS

**Question 1 – Ability to work independently:**

*Definition: Able to work independently and to appropriately use the leeway that is available.*

Please select the best word to describe the extent to which the candidate demonstrates each of the following characteristics using the drop-down menu next to each statement.

If you are unable to provide feedback on a particular characteristic, please select "Not applicable".

---

1. Achieves work objectives by determining on his/her own how to get things done.  
Please select
  2. Wisely uses the available freedom.  
Please select
  3. Resourcefully comes up with his/her own solutions when faced with unforeseen problems.  
Please select
  4. Draws on existing guidelines and is readily able to make necessary decisions.  
Please select
  5. Accepts ownership and responsibility for own work.  
Please select
- 

Overall, would you say that the candidate is able to work independently by:

☐ demonstrating all or most applicable characteristics listed above with consistency.

Double click here to type additional comments

OR

☐ demonstrating some applicable characteristics listed above; however there are noticeable shortcomings.

What are those shortcomings if any?



**Question 2 – Effective interpersonal relationships:**

*Definition: Produces good results through interaction with other individuals. Establishes and maintains good working relationships based on listening and respect in order to help the organization move forward. Creates and maintains strong and productive relationships.*

Please select the best word to describe the extent to which the candidate demonstrates each of the following characteristics using the drop-down menu next to each statement.

If you are unable to provide feedback on a particular characteristic, please select "Not applicable".

---

1. Is open and listens to others.

Please select

2. Works collaboratively as opposed to competitively.

Please select

3. Cooperates with co-workers and treats them fairly.

Please select

4. Is courteous and respectful towards others.

Please select

---

Overall, would you say that the candidate demonstrates effective interpersonal skills by:

☐ demonstrating all or most applicable characteristics listed above with consistency.

Double click here to type additional comments

OR

☐ demonstrating some applicable characteristics listed above; however there are noticeable shortcomings.

What are those shortcomings if any?

### **Question 3 – Dependability:**

*Definition: Consistently performs in a reliable manner, while recognizing the importance of personal responsibility and commitment to colleagues, clients and the organization.*

Please select the best word to describe the extent to which the candidate demonstrates each of the following characteristics using the drop-down menu next to each statement.

If you are unable to provide feedback on a particular characteristic, please select "Not applicable".

---

1. Consistently performs duties with minimal supervision, and within the required deadlines.  
Please select
  2. Is able to manage a heavy workload.  
Please select
  3. Follows through on commitments and obligations.  
Please select
  4. Speaks respectfully about the organization.  
Please select
  5. Takes the necessary measures to manage stress in order to remain calm and respectful in all circumstances.  
Please select
- 

Overall, would you say that the candidate is dependable by:

☐ demonstrating all or most applicable characteristics listed above with consistency.

Double click here to type additional comments

OR

☐ demonstrating some applicable characteristics listed above; however there are noticeable shortcomings.

What are those shortcomings if any?

#### **Question 4 – Flexibility:**

*Definition: To remain positive, flexible and productive through changes, transitions and difficult situations.*

Please select the best word to describe the extent to which the candidate demonstrates each of the following characteristics using the drop-down menu next to each statement.

If you are unable to provide feedback on a particular characteristic, please select "Not applicable".

---

1. Promptly shifts his/her focus to accommodate new requirements.

Please select

2. Proposes solutions and works with others to resolve issues.

Please select

3. Displays a positive attitude in the face of change.

Please select

4. Overcomes difficulties by seeking and applying alternate methods to pursue his/her work.

Please select

---

Overall, would you say that the candidate is flexible by:

☐ demonstrating all or most applicable characteristics listed above with consistency.

Double click here to type additional comments

OR

☐ demonstrating some applicable characteristics listed above; however there are noticeable shortcomings.

What are those shortcomings if any?

**Question 5 – Leadership:**

*Definition: To demonstrate professional integrity and credibility, as well as a commitment to ongoing improvement.*

Please select the best word to describe the extent to which the candidate demonstrates each of the following characteristics using the drop-down menu next to each statement.

If you are unable to provide feedback on a particular characteristic, please select "Not applicable".

---

1. Expresses himself/herself in a confident manner, by supporting his/her arguments and decisions by facts.

Please select

2. Demonstrates discretion and judgment in his/her decisions concerning the sharing of privileged information.

Please select

3. Keeps abreast of current knowledge and developments in his/her field of expertise.

Please select

4. Demonstrates enthusiasm and pride in his/her work.

Please select

---

Overall, would you say that the candidate demonstrates leadership by:

☐ demonstrating all or most applicable characteristics listed above with consistency.

Double click here to type additional comments

OR

☐ demonstrating some applicable characteristics listed above; however there are noticeable shortcomings.

What are those shortcomings if any?

**Conclusion:**

1. Are you aware of any reason(s) why this candidate should not be hired? For example, values and ethics concerns, labor relations issues, etc.

☐ Yes ☐ No

If yes, please explain:

DOUBLE CLICK HERE AND TYPE YOUR COMMENTS

2. Would you rehire this candidate?

☐ Yes ☐ No

DOUBLE CLICK HERE AND TYPE YOUR OVERALL COMMENTS IF ANY